

Corporate Social Responsibility as a Predictor of Employee Green Behavior: The Mediating Role of Green Psychological Capital and Green Mindfulness

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Abstract

Drawing from social information processing theory, positive psychology theory, and the theory of resource conservation, this study endeavors to investigate the impact of corporate social responsibility (CSR) on employee green behavior, with a focus on the mediating roles of green psychological capital (PsyCap) and green mindfulness. Specifically, employing PLS-SEM analysis, data from 151 employees were analyzed. The findings reveal that CSR, green PsyCap, and green mindfulness positively influence employee green behavior. Moreover, the analysis indicates that green PsyCap and green mindfulness also positively impact employee green behavior. Additionally, mediation analysis demonstrates that green PsyCap and green mindfulness mediate the relationship between CSR and employee green behavior. It is suggested that organizations prioritize efforts to promote CSR to foster the development of employee green behavior. Furthermore, CSR initiatives can effectively enhance employees' green PsyCap and elevate their green mindfulness, thereby facilitating employee engagement in green behavior.

Keywords: Corporate Social Responsibility, Employee Green Behavior, Green Psychological Capital, Green Mindfulness

Introduction

Organizations are being compelled by social, legal, ethical, and ecological constraints to embrace environmental sustainability at a rapid pace. Corporates are under pressure to accelerate their shift toward an appropriate adaptation of environmental management systems and practices due to concerns about climate change, natural resources, and environmental protection on a global scale (Longoni et al., 2018; Wu et al., 2018). Moreover, there are evolving factors in today's economic landscape, including environmental, social, and governance (ESG) considerations, which can directly influence a company's competitive

positioning. Thus, in today's market, maintaining competitive advantage merely entails regulating environmental and social variables (Heugh and Fox, 2017; Cannon et al., 2020).

That being said, organizations have begun integrating environmental objectives into their strategies and practices (Chung, 2020). Focusing on their operational systems, where service activities have been somewhat modified to comply with worldwide environmental norms and laws (Cannon et al., 2020). Notwithstanding these endeavors, environmental behavior remains intricate and necessitates collaborative efforts among diverse interdisciplinary methodologies. Therefore, it could be challenging to believe that the firm's strategies and policies will automatically produce the necessary green behaviors and results just by adding environmental objectives. That is to say, including sustainability goals into the overall strategy of the company and conducting business in accordance with regulations may not ensure that those beneficial aims are fully and effectively attained.

In light of the fact that human activity is a major contributing factor to climate change and that employee behavior has a significant impact on the effectiveness of environmental programs (Daily et al., 2008). Encouraging green behavior among staff members may be one strategy for addressing these significant societal issues. By asserting that individual efforts play a major role in the overall sustainability success of the organization (Lamm et al., 2013). Green behavior in the environment entails voluntary action, proactivity, excitement, and dedication (Ganda, 2017). These characteristics relate to the human element, which encompasses people's attitudes, perceptions, cognitive judgments, and social values, and is believed to enhance the execution of ecological initiatives (Jabbour et al., 2019). Consequently, requests have been made for the participation of higher management when creating and executing green initiatives, by giving in to the organization's sustainability mantra in the environmental discourse (Kim et al., 2019; Pham et al., 2019).

In reaction to these requests, the idea of Corporate Social Responsibility (CSR), has surfaced with the promise of a prosperous advancement in the environmental outcomes of individuals and organizations. On employee green behavior, in the general management literature, practitioners and scholars have devoted noticeable attention toward the role of human resource management (Aboramadan, 2022). However, the role of CSR in promoting green behaviors in the workplace has been sparse, especially in the Malaysian context. Specifically, this study examines the role of green psychological capital (green PsyCap) and green mindfulness as mediators in one study framework. There is still a lack of research that uses green PsyCap as a study variable since this is a newly constructed variable by Chen and Yan (2022) based on psychology capital (Luthans & Youssef, 2004).

Literature Review

CSR and Green Behavior

Employee green behavior was defined by De Roeck and Farooq (2017) as “employee’ engagement in green Behaviors, including employees’ actions to perform work in an environmentally friendly way (e.g., recycling, rational use of resources, participation in environmental initiatives, setting of more green policies)” (p. 2). “Green behavior” is what Ones and Dilchert (2012) define as “scalable actions and Behaviors that employees engage in that are linked with and contribute to or detract from environmental sustainability” (p. 87). Thus, green behavior on the part of employees includes things like recycling, teleconferencing

instead of traveling to meetings, correcting documents electronically to reduce waste, saving energy by turning off lights when leaving an office, and using resources wisely (Norton et al., 2017; Opoku-Dakwa et al., 2018). According to the social information processing theory, a person's surroundings and social context might influence their attitudes and behaviors (Thomas & Griffin, 1989). It is conceivable, based on social information processing theory, that how employees perceive their workplace may have an impact on their attitudes and actions. Accordingly, approved CSR programs ought to influence workers' pro-social actions in order to protect or improve the environment (Su & Swanson, 2019). Employee attitudes and behaviors in the workplace are influenced by their perceptions of CSR projects, and this improves employee engagement with green initiatives (Zientara & Zamojska, 2016; Su & Swanson, 2019; Luu et al., 2020). Therefore, this study proposes the following hypothesis:

H1: CSR will positively influence employee green behavior.

CSR and Green Psychology Capital

Positive behavior among employees is influenced by their perceptions of company policies and practices, such as CSR (El-Kassar, Yunis, Alsagheer, Tarhini & Ishizaka, 2021; Bouichou, Wang & Feroz, 2022). Employee bravery and trust will increase when they view corporate environmental actions favorably (El Akremi et al., 2018). Employee perceptions of the company may be positively impacted by CSR initiatives such as recycling waste and adhering to environmental laws and regulations. In general, employees' perception of CSR practices was positively correlated with the components of PsyCap (Rizvi & Nabi, 2023). In this context, workers are pleased with the company's efforts to protect the environment through CSR activities, they may increase green psychology capital (self-efficacy, hope, resilience, and optimism). Employees may become more concerned about the environment if they are contented with corporate initiatives to protect the environment. Hence, this study posited that:

H2: CSR will positively influence green PsyCap.

CSR and Green Mindfulness

Employee expectations for CSR, according to Quinn (2013), take into consideration a company's inclination towards social and environmental responsibility. CSR initiatives include philanthropy, disaster assistance, natural resource conservation, anti-pollution measures, and poverty alleviation (Servaes & Tamayo, 2013). These initiatives uplift employees' positive moods and temper unfavourable opinions about companies' business methods. Furthermore, CSR practises help businesses reduce environmental degradation and harmful emissions, which improves the well-being of society, the environment, and employees. They also make it easier for businesses to obtain legitimacy by adhering to environmental regulations (Nyahunzvi, 2013).

Employees participate more in activities that enhance individual efforts generally and business reputation specifically when they believe their firms are socially and ecologically responsible Vlachos et al (2014) argue that. So, how much employees use their (cognitive) resources-like green mindfulness, for example-is probably influenced by how they see CSR. According to Kalyar et al (2021), perceived CSR is a crucial psychological component that influences employee behavior and increases the efficiency of cognitive resources in

anticipating behavioral and attitudinal outcomes. This study suggests that CSR will improve employee green mindfulness because employees' green mindfulness is a crucial cognitive resource that encourages their involvement.

H3: CSR will positively influence green mindfulness.

Green Psychology Capital and Green Behavior

The construction of PsyCap which consists of self-efficacy, hope, resilience, and optimism is a useful tool for identifying positive individual behavior. High self-efficacy individuals are motivated by their behavior or the anticipated result of their behavior (Bandura et al., 1999). As well as their confidence in their capacity to do particular activities successfully (Miao et al., 2018). People that are optimistic typically anticipate success from their endeavors (Bak et al., 2022). In this quickly changing globalisation era, where employees not only need to cope, but also successfully recover from uncertainty, difficulties, and significant changes, researchers believe that resilience is related to employee Behavior towards organisational development and sustainability (Luthans et al., 2007; Quick & Feldman, 2014).

Additionally, hopeful employees are more inclined to actively seek objectives, establish novel concepts, and create other routes (such as green action plans) to accomplish them (Luthans et al., 2007; Sweetman et al., 2011; Rego et al., 2012). As a result, all four aspects of PsyCap influence employees' positive Behavior. According to previous study, workers were more likely to act sustainably at work if they had higher levels of positive PsyCap (Afshar Jahanshahi et al., 2020). In conclusion, those who possess green PsyCap are more likely to engage in voluntary, context-driven Behavior at work in addition to their normal tasks. In light of the aforementioned factors, this study suggests a research hypothesis.

H4: Green Psychology will positively influence Capital and Green Behavior

Green Mindfulness and Green Behavior

"Green mindfulness" refers to special cognitive resources that are likely to permeate workers' ideas, products, processes, and services as they (re)develop them (Dharmesti et al., 2020). This helps businesses meet their objectives by not just reducing environmental effects but also enhancing eco-degradation mitigation. According to Amel et al (2009), a lot of routine activities are brought about automatically by cognitive resources; as a result, practicing green mindfulness increases one's sense of self-world connection to the environment, which in turn encourages environmentally sustainable behavior. Individuals who practice green mindfulness possess a modern awareness and comprehension of the most recent data and insights about the environment in the current context (Langer & Moldoveanu, 2000).

In particular, from an environmental standpoint, common mindfulness has resulted in a positive behavioral shift (Bahl et al., 2016). According to the environmental perspective, being mindful necessitates increased awareness, focus, and a connection to the natural world (Barbaro & Pickett, 2016). These mindfulness-related elements are crucial for improving performance, increasing job meaning, and encouraging more environmentally friendly behavior (King & Haar, 2017; Ngo et al., 2020). In the same way, employees who practice mindfulness become more aware of outside stimuli, which improve their talent for their jobs and encourages them to prompts green behavior (Chen & Wu, 2022). From the discussion

above, it can be argued that one's distinct cognitive resource that encourages green behavior is green mindfulness. Hence, this study posited that:

H5: Green mindfulness will positively influence and Green Behavior

Mediating Role of Green Psychology Capital

Psychological capital refers to a positive and productive mental state that is linked to better performance at work and personal growth. According to affirmative psychology theory, "Do good once feel good" refers to acting in a positive manner and subsequently achieving greater success in life. The study elaborates on positive psychological resources in green conduct and foresaw a novel idea of "green psychological capital." Additionally, consider the following four viewpoints: green hope, optimism, adaptability, and self-efficacy. This is because employee behavior research frequently involves the utilization of PsyCap. Numerous researches investigate the influence of psychological behavior on an organization's environmental efforts (Zaman et al., 2021). Research posits that CSR, raise the logic of social responsibility and improve employee attitudes. CSR had positive impacts on employee self-efficacy, hope, resilience and optimism, and increased employee positive behavior (Mao et al., 2021). Employees develop green PsyCap increases and create green hope, green resilience, and green optimism among employees, which leads to better results in creating employee green behavior. Despite being a heavily researched area, there have been very few efforts by previous researchers to identify the role of Green Psychology Capital as a mediator.

As per the explanation, we suggest the below hypotheses mentioned.

H6: Green PsyCap will mediate the relationship between CSR and employee green behavior

Mediating Role of Green Mindfulness

Mindfulness refers to a state of conscious awareness, living in the present moment, and nonjudgment (Barbaro and Pickett, 2016). Scholars in the field of organizational management define mindfulness as "a receptive attention and awareness of current events and experiences" (Peng et al., 2019). Chen et al (2015) define "green mindfulness" as an awareness that centers people's attention on the different aspects and circumstances of environmental well-being in the here and now. The theory of resource conservation states CSR (e.g., environmental responsibility), contribute to increasing employees' psychological resources, such as green mindfulness, and green awareness (Hobfoll, 2001; Liu & Li, 2020; Kalyar et al., 2021; Chen & Wu, 2022). Among these, green mindfulness a beneficial psychological resource is a crucial motivator for staff members to practice environmentally friendly behavior. Green mindfulness in the workplace is characterized by employees' concern for the environmental effects of their actions and their increased likelihood of participating in and accepting managers' strategic decisions regarding corporate environmental responsibility (Liu & Li, 2020). This, in turn, has a direct impact on employees' green behaviors. In conclusion, the following hypothesis is put forth in this paper.

H7: Green mindfulness will mediate the relationship between corporate social responsibility and employee green behavior

Figure 1 show the research framework based on selected theories namely, social information processing theory, affirmative psychology theory and theory of resource conservation, and review from previous studies.

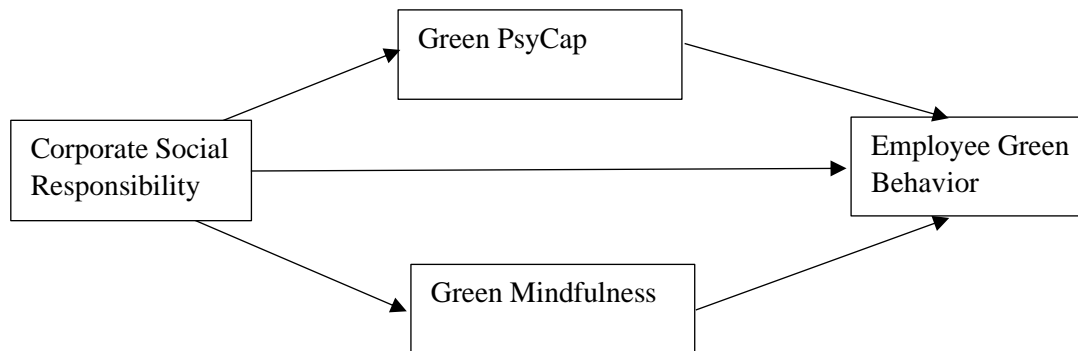


Figure 1: Research Framework

Methodology

Sample and procedures

We collected data from manufacturing firms in Klang Valley, Malaysia. With the help of a human resource department, 200 participants were recruited via e-mail. The email requested their voluntary participation and provided a link to an online survey. The survey also included demographic variables. In total, 151 individuals completed the online survey, resulting in a response rate of 75.5%. Out of the 151 individuals who responded, 53% were male, and 75.21% of them were married. The age distribution of the participants was as follows: 1.55% were 30 years or younger, 23.26% were between 31 and 40 years old, 70.54% were between 41 and 50 years old, and 4.65% were 51 years or older. The majority of employees held a graduate degree (78.91%), while 21.09% possessed a master's degree or higher. Regarding their tenure in their current organizations, 44% had been there for three years or less, 32% had been there for 3 to 5 years, 17% had been there for 5 to 7 years, and 6% had been there for 7 years or more.

Measures

All assessments were conducted using a five-point Likert-type scale, ranging from 1 = strongly disagree to 5 = strongly agree. For within-person measures, green PsyCap was evaluated based on the framework proposed (Chen & Yan, 2022). An example item was ranging from 1 (completely disagree) to 7 (completely agree). The twelve items yielded a Cronbach's alpha of 0.92. Consistent with Dahlsrud's (2008) recognition of five dimensions of CSR, each dimension was assessed using a single question. Previous studies Su et al (2017) have similarly employed single items to represent each unique dimension of CSR.

Green mindfulness was measured using the six-item scale (Chen et al., 2014). Example questions such as "Employees are encouraged to discuss environmental issues." The Cronbach's alpha coefficient for this scale was 0.823, and the CR value was 0.821. Employees' green behaviors were assessed using the seven-item scale developed (Kim et al., 2016). In which was adapted for this study's context while preserving the scale's original meaning. Example items included "I switch off lights when leaving an unoccupied room," "I segregate

and recycle waste at work," and "I am highly conscious of water conservation." The Cronbach's alpha coefficient for this scale was 0.890, and the CR value was 0.888.

Result

This research was carried out with the PLS-SEM analysis to investigate the relationship between construct, indicator and item in detail to develop a factor model that test the green behavior.

Factor Loading

Table 1 shows the factor loading values for all items used to measure all variables namely CSR, green PsyCap, green mindfulness and green Behavior. The results of the analysis show that the factor loading for items a2 and a5 which measure business coaching has a factor loading of less than 0.7 which is a2 (0.573) and a5 (0.590), this means that these two items were excluded from the model.

Table 1
Summary of Factor Loading for All Items

	Factor Loading	T statistics	P values
a1 <- Corporate Social Responsibility	0.823	26.542	0
a2 <- Corporate Social Responsibility	0.573	4.806	0
a3 <- Corporate Social Responsibility	0.861	38.522	0
a4 <- Corporate Social Responsibility	0.901	61.315	0
a5 <- Corporate Social Responsibility	0.590	8.806	0
b1 <- Green Mindfulness	0.867	52.783	0
b2 <- Green Mindfulness	0.843	41.931	0
b3 <- Green Mindfulness	0.819	31.343	0
b4 <- Green Mindfulness	0.825	24.439	0
b5 <- Green Mindfulness	0.746	13.806	0
b6 <- Green Mindfulness	0.865	32.479	0
c7 <- Green Psychological Capital	0.784	22.193	0
c8 <- Green Psychological Capital	0.883	43.812	0
c9 <- Green Psychological Capital	0.883	42.824	0
c10 <- Green Psychological Capital	0.913	68.523	0
c11 <- Green Psychological Capital	0.811	29.711	0
c12 <- Green Psychological Capital	0.847	32.662	0
d1 <- Green Behavior	0.835	24.385	0
d2 <- Green Behavior	0.838	34.783	0
d3 <- Green Behavior	0.895	57.704	0
d4 <- Green Behavior	0.842	33.486	0
d5 <- Green Behavior	0.868	45.09	0
d6 <- Green Behavior	0.915	83.986	0
d7 <- Green Behavior	0.924	72.534	0

Consistency Reliability

Table 2 shows the results of Cronbach's alpha, CR and AVE values for each indicator. The Cronbach alpha value obtained is in the range of 0.733 to 0.883, while CR value obtained is in

the range of 0.881 to 0.945. All Cronbach's alpha and CR values for each indicator are beyond the set minimum line. These results show that each construct can be backed up from the aspect of consistency. Next, the convergent validity analysis is done by obtaining the Average Variance Extracted (AVE) value. All evaluated indicators are in the range of 0.788 to 0.895 and all reached the required value of 0.50 or more. Therefore, the test results show that the indicators of this study are valid for use.

Table 2

Summary of Cronbach's Alpha, Composite Reliability

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
CSR	0.883	0.945	0.895
Green Behavior	0.882	0.944	0.894
Green Mindfulness	0.733	0.881	0.788
Green PsyCap	0.869	0.938	0.884

Correlational Analysis

Analyzing the connections between CSR, green PsyCap, green mindfulness, and green Behavior revealed a significant positive correlation. The relationship between CSR and green Behavior ($r=.615$, $p<.05$), as well as a significant direct correlation between green PsyCap and green Behavior ($r=.667$, $p<.05$). There was also a positive correlation between green mindfulness and green Behavior ($r=.360$, $p<.05$), CSR and green PsyCap ($r=.348$, $p<.05$), and finally positive correlation between CSR and green mindfulness ($r=.430$, $p<.05$). These findings indicate that higher levels of CSR, green PsyCap, and green mindfulness correspond to elevated levels of employee green Behavior (refer to Table 3).

Table 3

Correlation between CSR, Green PsyCap, Green mindfulness and Green behavior

Variables	CSR	Green PsyCap	Green Mindfulness	Green Behavior
CSR	1	.		
Green PsyCap	.348**	1		
Green Mindfulness	.430**	.447**	1	
Green Behavior	.615**	.667**	.360**	1

Note: ** denotes $p < 0.01$

Hypotheses testing

Table 4 displays the path coefficients and significance levels among the variables under study. It was observed that CSR had a positive effect on green Behavior ($\beta=0.238$, $t=2.177$, $p=0.030$), thus confirming H1. Furthermore, there was a significant association between CSR and green mindfulness ($\beta=0.679$, $t=11.609$, $p<0.001$), supporting H2, as well as between CSR and green PsyCap ($\beta=0.739$, $t=14.830$, $p<0.000$), supporting H3. Hypothesis 4, which posited a positive interaction between green mindfulness and green Behavior, was also upheld, with green mindfulness exhibiting a significant influence on green Behavior ($\beta=0.253$, $t=2.054$, $p=0.040$).

Finally, the direct impact of green PsyCap on green Behavior was statistically significant ($\beta=0.319$, $t=2.435$, $p=0.015$), providing support for H4.

Table 4

Hypothesis Testing on Direct Effect

No.	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1	CSR → GB	0.238	0.236	0.108	2.177	0.030
H2	CSR → Green Mindfulness	0.679	0.682	0.058	11.609	0.000
H3	CSR → Green PsyCap	0.739	0.739	0.050	14.830	0.000
H4	Green Mindfulness → GB	0.253	0.261	0.123	2.054	0.040
H5	Green PsyCap → GB	0.319	0.315	0.131	2.435	0.015

Note: CSR= Corporate Social Responsibility; PsyCap = Psychology Capital; GB=Green Behavior

Reporting Mediation Analysis

The bootstrapping analysis revealed that both indirect effects (H6 and H7), with β values of 0.236 and 0.172, respectively, were statistically significant, as indicated by t-values of 2.376 and 1.968. The 95% Boot CI Bias Corrected intervals for the indirect effects, (CSR→Green PsyCap→GB) [LL = 0.046, UL = 0.445] and (CSR→Green Mindfulness→GB) [LL = 0.016, UL = 0.361], do not encompass zero, suggesting mediation (Preacher & Hayes, 2008). Therefore, we can infer that the mediation effects are statistically significant, thereby supporting hypotheses 6 and 7. Detailed results of the mediation analysis can be found in Table 5.

Table 5

Hypothesis Testing on Mediation

No.	Relationship	Std. Beta	Std. Error	t-value	LL (BC)	UL (BC)	Decision
H6	CSR→Green PsyCap→GB	0.236	0.099	2.376	0.046	0.445	Supported
H7	CSR→Green Mindfulness→GB	0.172	0.087	1.968	0.016	0.361	Supported

Note: * $p < 0.05$, ** $p < 0.01$, BC = Bias Corrected, UL = Upper Level, LL = Lower Level

Discussion

In this research, we have constructed and assessed a model wherein CSR influences green behavior positively, with green PsyCap and green mindfulness serving as mediators. As hypothesized, our findings demonstrate that CSR has a favorable impact on employee green behavior. This observation aligns with previous research findings (Zientara and Zamojska, 2016; Su and Swanson, 2019; Luu et al., 2020). Our study extends current research on the relationship between CSR and green behavior by suggesting that a company's societal initiatives contribute to an enhancement in employees' engagement in green behavior.

The results also suggest that CSR acts as a catalyst for enhancing employee green PsyCap and green mindfulness. Thus, CSR has the potential to drive employee green PsyCap and green mindfulness. Consequently, manufacturing firms can promote sustainable behavior among

employees by elevating their levels of green PsyCap and green mindfulness through their involvement in CSR endeavors. This discovery aligns with previous research findings that have demonstrated a positive correlation between CSR and green PsyCap (e.g., Rizvi et al. 2023) and green mindfulness (e.g., Şimşir & Giritli, 2023). Hence, this study proposes that CSR cultivates PsyCap by fostering a work environment that is supportive and meaningful, thereby enhancing employees' hope, efficacy, resilience, and optimism. Additionally, the study suggests that CSR can influence green mindfulness by integrating environmental consciousness into organizational practices and values. By prioritizing CSR initiatives focused on sustainability, such as reducing carbon footprint, minimizing waste, or promoting eco-friendly products and practices, companies raise awareness among employees about environmental concerns. These initiatives act as continuous reminders of the significance of sustainability, motivating employees to integrate green mindfulness into their daily decisions and behaviors.

Our research uncovered that both employee green PsyCap and green mindfulness play a significant role in encouraging employees to participate in green behaviors. Additionally, our findings indicate that a stronger sense of green PsyCap and green mindfulness correlates with a higher likelihood of employees engaging in green behaviors at work. This discovery aligns with previous studies that have also demonstrated the influence of green PsyCap and green mindfulness on green behavior (e.g., Jahanshahi et al., 2020; Ngo et al., 2020). The results suggest that green PsyCap promotes green behavior by equipping employees with the confidence, resilience, optimism, and motivation necessary to actively embrace and sustain environmentally friendly practices. Moreover, our study suggests that mindfulness impacts green behavior by enhancing individuals' awareness and intentionality regarding their environmental footprint, leading to more deliberate and sustainable choices.

This study explores the role of green PsyCap as a mediator between CSR and employee green behavior, as posited in the sixth hypothesis. These investigations indicate that fostering an optimistic outlook fosters a green revolutionized stability within the organization. According to psychological principles, when employees perceive the company's commitment to environmental protection through CSR initiatives, it may bolster their green PsyCap, encompassing self-efficacy, hope, resilience, and optimism. Contentment with corporate environmental protection efforts may heighten employees' environmental consciousness. When companies engage in CSR activities such as philanthropy, environmental sustainability, or community involvement, they demonstrate a dedication to social and environmental values beyond mere profit-making. This dedication can enhance employees' perceptions of the organization as socially responsible and compassionate, fostering increased trust, pride, and satisfaction among them. Such positive perceptions contribute to the cultivation of PsyCap, including elements such as optimism, resilience, self-efficacy, and hope. Employees who view their organization as socially responsible are more inclined to feel psychologically empowered, motivated, and to exhibit positive behaviors as mentioned by (Ahn and Soeiro, 2022). Moreover, this study suggests that CSR initiatives play a pivotal role in shaping organizational culture and augmenting PsyCap, ultimately leading to heightened levels of employee green behavior.

Finally, drawing from the resource conservation theory, this study reveals that green mindfulness acts as an intermediary in the relationship between CSR and green behavior,

elucidating how these two factors jointly influence employees' green behavior. Through the lens of resource conservation theory, this research investigates the internal psychological mechanisms through which employees' perceptions of the organization's social responsibility and compassion (CSR) contribute to heightened green behavior. When companies prioritize CSR initiatives aimed at sustainability, such as reducing carbon footprint, minimizing waste, or advocating for eco-friendly products and practices, they raise employees' awareness about environmental concerns. These initiatives serve as continual reminders of the significance of sustainability, motivating employees to integrate green mindfulness into their daily decisions and behaviors. In line with prior research findings, CSR indirectly influences employees' green behavior through the intermediary role of green mindfulness, thus enhancing and expanding the application of green mindfulness within the realm of CSR (Kalyar et al., 2021; Liu & Li, 2020; Chen & Wu, 2022).

Limitations and Future Research

While this study confirms the main findings, it also acknowledges several limitations that warrant attention in future research endeavors. Firstly, this theoretical inquiry solely examines the collaborative mechanism between CSR and its impact on individual-level green behavior. Future research could delve into how CSR and green transformational leadership influence team-level green behavior and explore the underlying mechanisms at the team level. Secondly, this study concentrates on the mediating roles of green PsyCap and green mindfulness, representing only two of the collaborative outcomes resulting from the interplay between CSR and green behavior. Subsequent research could explore the collaborative mechanism of green CSR and green behavior by incorporating variables such as green job redesigning, green psychological climate, and environmental knowledge (Dumont et al., 2017; Luu, 2019; Fawehinmi et al., 2020). Thirdly, while it's crucial to promote employees' green behaviors to enhance the environmental performance of enterprises, there's a need to further investigate whether CSR can enhance the environmental performance of enterprises while also considering economic performance. If CSR adversely affects the economic efficiency of enterprises, it becomes imperative to integrate theoretical foundations and research findings from related disciplines to strike an effective balance between environmental and financial performance.

Conclusion

This research explored how CSR influences employees' environmentally friendly behavior in Malaysia through green PsyCap and green mindfulness. The study found that CSR significantly affects employees' green behavior directly. Additionally, green PsyCap and green mindfulness fully mediate the relationship between CSR and employees' green behavior. These findings highlight the importance of CSR in enhancing green PsyCap and green mindfulness, which are crucial for promoting employees' environmentally friendly behavior.

CSR fosters PsyCap by creating a supportive and meaningful work environment, enhancing employees' hope, efficacy, resilience, and optimism. It also promotes green mindfulness by integrating environmental consciousness into organizational practices and values. Green PsyCap encourages green behavior by providing employees with the confidence, resilience, optimism, and motivation to embrace and sustain environmentally friendly practices. Likewise, mindfulness influences green behavior by increasing individuals' awareness and

intentionality regarding their environmental impact, leading to more deliberate and sustainable choices.

In conclusion, to enhance employees' green behavior, organizations must prioritize CSR activities aimed at environmental preservation. Employees' perceptions of CSR activities focused on the environment can improve their engagement with green PsyCap and green mindfulness, thereby increasing their environmentally friendly behavior.

The study's results significantly enhanced the theoretical framework which extended the social information processing theory by demonstrating its application to CSR in predicting employees' green behavior. Furthermore, the study utilized the affirmative psychological theory to elucidate how green PsyCap acts as a mediator, and the theory of resource conservation to explain the role of green mindfulness in mediation. These three theories were integrated into a single model to illustrate the pivotal role of CSR in influencing employees' green behavior.

The findings also provided valuable insights into how CSR impacts green PsyCap, green mindfulness, and subsequently employees' green behavior. It was revealed that without green PsyCap and green mindfulness, shaping employee green behavior becomes challenging. Therefore, the study's findings contribute to understanding how organizational CSR initiatives foster the development of green PsyCap and green mindfulness, thereby influencing employees' green behavior.

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